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MEMORANDUM FOR Chairman, Joint Chiefs of Staff
Assistant Secretary of Defense (Comptroller)
Director, Defense Intelligence Agency
Director, National Security Agency

SUBJECT: NSA/CSS Program Structure Planning

Reference: (a) "National Security Agency/Central Security Service Organization Plan", dated 28 February 1972 (revised)

Pursuant to SecDef's approval of my recommendation to defer creation of a separate Consolidated ELINT Program (CEP), I am establishing a study group to address the total problem of the program structure needed to support all activities under the management authority of DIRNSA. Attached are Terms of Reference to guide this effort. The final recommendations of this group are to be submitted within sixty days.

The study group will be chaired by Mr. James L. Vance, Director for Resource Allocation, ODASD(R&M), of my staff. I invite the participation of representatives of OSD staffs, JCS, the Military Services and Defense Agencies as appropriate. Please provide to LCDR Robert Taylor (OX 7-4362/73959) the name and certification of required SI/SAO clearances of your designated representative so that prior arrangements may be completed. The first meeting is scheduled for 26 April 1972 at 0900 hours in Room 3C200, the Pentagon.

Albert C. Hall

Attachments

1. Terms of Reference
2. NSA/CSS Program Structure

NRO review(s) completed.

NSA review(s) completed.

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NSA/CSS Program Structure Study Group

TERMS OF REFERENCE

AUTHORITY

SecDef approved the recommendations of the ASD(I) relating to the NSA/CSS Organization Plan to defer the establishment of a Consolidated ELINT Program (CEP) separate from the CCP pending completion of a study of an alternative program structure to support all activities under the management authority of DIRNSA including ELINT.

MISSION

To devise a program structure to identify and classify all components and activities subject to the management authority of DIRNSA, including ELINT assets and projects, as well as other resources and activities currently accounted for in P.E.'s 31010, 31011, and 31055.

SCOPE

1. The structure must accommodate the inclusion of all SIGINT resources assigned to and under the direct SIGINT operational control and management authority of DIRNSA/Chief, CSS and as a minimum, ensure their discrete identification and visibility for system-oriented review and justification throughout the program cycle.

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2. The structure must be consistent with the provisions of NSCID # 6 dated 17 February 1972 and the objectives, concepts, and functions set forth in the NSA/CSS Organization Plan of 28 February 1972 (revised) and annexes thereto prescribing a unified SIGINT planning-programming-budgeting system.

ORGANIZATION AND STAFFING

The Study Group will be chaired by an ASD(I) representative (Mr. James Vance, OX 7-6987) with participating representatives from OSD, NSA, JCS, and the Military Services as appropriate.

PROCEDURE

1. The initial meeting of the Study Group will be at 0900 hours 26 April 1972 in Room 3C200, the Pentagon. The chairman will table for review and discussion by the membership:

a. A "strawman" proposal of a suggested structure (to be developed by the NSA/CSS representative)

b. An inventory of SIGINT-related resources currently considered for transfer into the NSA/CSS (as developed by DIRNSA)

2. The second meeting of the study group will be scheduled one week later to consider:

a. Revisions to the earlier proposed "strawman" and tentative definitions accommodating the activities and resources of the NSA/CSS.

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b. Additions and deletions to the NSA/CSS resource inventory list consistent with the revised definitions.

3. The third meeting will be scheduled one week later to develop for submission to the ASD(I) a first draft of the proposed structure and their definitions and identification by the existing gaining and losing P.E.'s the resources to be transferred in terms of force structure, manpower, and TOA, by cost category for FY 73-77.

4. The comments of the ASD(I) on the first draft will be provided to the chairman within five days for distribution to the members for information prior to the next meeting.

5. The fourth meeting will be scheduled two weeks from the third meeting to review a final draft (to be prepared by the chairman incorporating the earlier comments of the ASD(I) for distribution to the members for formal coordination with their respective principals - five days suspense.

6. The fifth and final meeting will be held two weeks following the fourth meeting to approve for submission to the ASD(I) the final Report of Recommendations of the study group.

7. As a follow-on to this effort, OASD(Comptroller) will be requested to prepare the implementing PCD for SecDef approval which will prescribe the Program element codes and titles to reflect the approved recommended changes and additions to the Intelligence Program.

(Total elapsed time: 6 weeks)

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NSA/CSS Program Structure

Study Group

Schedule of Events

<u>EVENT</u>	1	2	<u>WEEK</u> 3	4	5	6
1. Develop "strawman" proposal	X					
2. Review "strawman" proposal	X					
3. Review resource inventory	X					
4. Revise "strawman" proposal		X				
5. Revise resource inventory		X				
6. Develop first draft for ASD(I)			X			
7. Comment on first draft				X		
8. Review second draft					X	
9. Approve final report						X

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MEMORANDUM FOR THE ASSISTANT SECRETARY OF DEFENSE
(INTELLIGENCE)

SUBJECT: Committee Recommendations on the NSA/CSS Program
Structure

Reference: (a) DASDI Memorandum: Subject: NSA/CSS Program
Element Structure Study Group

(b) National Security Agency/Central Security
Service Organization Plan, dtd 28 February
1972 (revised)

1. The following program structure for identifying and
classifying all components and activities under the program
manship of DIRNSA has been prepared per reference a.

2. The Consolidated Cryptologic Program is the title
describing all components and activities for which DIRNSA
is program manager.

3. The first major subdivision of the Consolidated
Cryptologic Program is by Signals Intelligence Program and
Communications Security Program. The first category, Signals
Intelligence Program, includes all cryptologic activities
under the review authority of the Assistant Secretary of
Defense (Intelligence). The second category, Communications
Security Program, includes all cryptologic activities which
come under the review authority of the Assistant Secretary
of Defense (Telecommunications).

4. The Signals Intelligence Program will be subdivided into Combined Communications Intelligence Program, Combined Electronics Intelligence Program, Advanced Program Support, Tactical Electronics Support Program and Cryptologic Communications Program. All of these programs will be included in Program III except the Tactical Electronics Support Program which will not be in Program III. The programs are defined as follows:

COMBINED COMINT PROGRAM

Includes resources in support of COMINT which is technical and intelligence information derived from foreign communications including telemetry by other than the intended recipients.

COMBINED ELINT PROGRAM

Includes resources in support of ELINT which is technical and intelligence information derived from foreign, non-communications, electromagnetic radiations emanating from other than atomic detonation or radioactive sources.

ADVANCED PROGRAM SUPPORT

Includes all NSA resources devoted to the collection and processing of COMINT and ELINT from a special class of overhead sensors.

TACTICAL ELECTRONIC SUPPORT PROGRAM

Includes resources engaged in SIGINT activities required to ensure the effective conduct of electronic warfare

operations in support of U.S. and allied military forces.

CRYPTOLOGIC COMMUNICATIONS PROGRAM

Includes all resources, except cryptographic equipments, required to provide, operate and maintain the communication network in support of the National SIGINT mission. This includes the necessary communications support for the technical management, direction, and operational control of the system.

5. The Communications Security Program is in Program III and has one segment defined as Combined Communications Security Program. It includes resources in support of the development, production, distribution and use of procedures and manual, mechanical, and electronic devices required to deny to all but intended recipients, U.S. plain language and communications which could be exploited to the detriment of National Security.

6. A chart depicting the above structure is attached as Chart A.

7. The basic program element structure to support the cost category breakout will be by function and support. For the Signals Intelligence Program the first division will be Field Operations which is primarily but not limited to collection. It will include all Central Security Service SIGINT activities and NSA collection site operations. This category, however, excludes general support. Sub-categories of this division will be by stations and then by target.

The second division for the SIGINT Program will be Signals Processing which includes receipt, preparation, conversion and manipulation of collected data putting it into a form suitable for analysis. This does not include the activities described under field operation. Next is Analysis which includes determining the significance of new information to users. This does not include activities described as part of Field Operation. The next category, Technical Support, includes those resources such as training, equipment maintenance, and documentation, which facilitate field operations, processing, analysis and reporting. Finally, General Support, includes resources for the direction and management of the program and for the conduct of communications supply, facilities, maintenance, construction, personnel, security and other support activities identified to the program.

8. The first division of the Communications Security Program will be the production, distribution and accounting of COMSEC keying material and cryptographic aids. The second will be COMSEC Surveillance to include doctrine, regulations, technical material and instructions pertaining to transmission security, communications cover and deception, and physical security. The next will be those activities related to the detection and correction of Compromising Emanations. The next division will be the non-RDT&E COMSEC Engineering activities relating to COMSEC systems and equipment. The next will be COMSEC Equipment Procurement. The

next will be other direct COMSEC support resources not allocable to any of the above. Finally, General Support which includes resources for the non-COMSEC supply, facilities maintenance, construction, personnel, security and other resources identified as supporting COMSEC activities.

9. Charts B and C present the basic program element structure as it might appear for each program.

CONSOLIDATED CRYPTOLOGIC PROGRAM

(DIRNSA/CSS is Program Manager)

<u>SIGNALS INTELLIGENCE PROGRAM</u> (ASD(I) is Review Authority)	<u>DOD Program Element</u>	<u>DOD Program</u> <u>III Non-III</u>
Combined Communications Intelligence Program (CCIP)	3.10.11	X
Combined Electronics Intelligence Program (CEIP)	3.10.09	X
Advanced Program Support (APS)	3.10.10	X
Tactical Electronic Support Program (TESP)	X.10.15	X
Cryptologic Communications Program (CRYPTO-COM)	3.10.55	X
<u>COMMUNICATIONS SECURITY PROGRAM</u> (ASD(T) is Review Authority)		
Combined Communications Security Program (CCSP)	3.34.01	X

CHART A

DOLLARS

COMMUNICATIONS ELECTRONICS PROGRAM STRUCTURE
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COST CATEGORIES	FIELD OPERATIONS	SIGNALS PROCESSING	ANALYSIS & REPORTING	TECHNICAL SUPPORT	GENERAL SUPPORT	TOTAL	NON-ADD COMMUNICATIONS
<u>R&D</u>							
CIV PAY							
OTHER RDT&E							
TOTAL R&D							
<u>INVESTMENT</u>							
PROCUREMENT							
MIL CON							
TOTAL INVESTMENT							
<u>OPERATING</u>							
CIV PAY							
OTHER O/M							
TOTAL O/M							
MIL PAY							
TOTAL OPERATING							
TOTAL OBLIGATIONAL AUTHORITY							

*. THIS FORMAT WILL ALSO BE USED FOR THE:
 ELECTRONIC INTELLIGENCE PROGRAM STRUCTURE
 ADVANCED PROGRAM SUPPORT STRUCTURE
 TACTICAL ELECTRONICS SUPPORT PROGRAM STRUCTURE

CHART B1

MANPOWER TYPES	FIELD OPERATIONS	SIGNALS PROCESSING	ANALYSIS & REPORTING	TECHNICAL SUPPORT	GENERAL SUPPORT	TOTAL	NON-ADD COMMUNICATIONS
<u>R&D</u>							
OFF							
ENL							
TOTAL MIL							
CIV							
TOTAL R&D							
<u>OPERATING</u>							
CIV - US							
CIV - FN							
TOTAL CIV							
OFF							
ENL							
TOTAL MIL							
TOTAL OPERATING							
<u>TOTAL</u>							
OFF							
ENL							
TOTAL MIL							
CIV							
TOTAL MP							

* THIS FORMAT WILL ALSO BE USED FOR THE:
 ELECTRONICS INTELLIGENCE PROGRAM STRUCTURE
 ADVANCED PROGRAM SUPPORT STRUCTURE
 TACTICAL ELECTRONICS SUPPORT PROGRAM STRUCTURE

COST CATEGORIES	COMINT	ELINT	APS	TACTICAL ELECTRONIC SUPPORT	TOTAL
<u>R&D</u> (Not Applicable)					
<u>INVESTMENT</u>					
PROCUREMENT					
<u>OPERATING</u>					
CIV PAY					
OTHER O/M					
TOTAL O/M					
MIL PAY					
TOTAL OPERATING					
TOTAL OBLIGATIONAL AUTHORITY					
		MANPOWER			
<u>R&D</u> (Not Applicable)					
<u>OPERATING</u>					
CIV - US					
CIV - FN					
TOTAL CIV					
OFF					
ENL					
TOTAL MIL					
TOTAL MP					

DOLLARS

COMMUNICATIONS SECURITY PROGRAM STRUCTURE

COST CATEGORIES	PRODUCTION & DISTRIBUTION	COMSEC SURVEILLANCE	COMPROMISING EMANATIONS	COMSEC ENGINEERING	COMSEC EQUIPMENT PROCUREMENT	COMSEC SUPPORT	GENERAL SUPPORT	TOTAL
<u>R&D</u>								
CIV PAY								
OTHER RDT&E								
TOTAL R&D								
<u>INVESTMENT</u>								
PROCUREMENT								
MIL CON								
TOTAL INVESTMENT								
<u>OPERATING</u>								
CIV PAY								
OTHER O/M								
TOTAL O/M								
MIL PAY								
TOTAL OPERATING								
<u>TOTAL OBLIGATIONAL AUTHORITY</u>								

MANPOWER
COMMUNICATIONS SECURITY PROGRAM STRUCTURE

MANPOWER TYPES	PRODUCTION & DISTRIBUTION	COMSEC SURVEILLANCE	COMPROMISING EMANATIONS	COMSEC ENGINEERING	COMSEC EQUIPMENT PROCUREMENT	COMSEC SUPPORT	GENERAL SUPPORT	TOTAL
<u>R&D</u>								
OFF								
ENL								
TOTAL MIL								
CIV								
TOTAL R&D								
<u>OPERATING</u>								
CIV - US								
CIV - FN								
TOTAL CIV								
OFF								
ENL								
TOTAL MIL								
TOTAL OPERATING								
<u>TOTAL</u>								
OFF								
ENL								
TOTAL MIL								
CIV								
TOTAL MP								